

HIRING GUIDE

How to Hire Difference Makers



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Superstar Candidates

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Job Ads That Attract Superstar Candidates

When looking to fill an open position at your practice, you're competing with every other business for the best candidates on the job market. Wow your top prospects and reel them in for an interview with help from the perfect job ad!

STEP 1:

Define What You're Looking For

Update Your Job Description:

The best job ads are built on the foundation of a great job description. Update your job description and update your ability to find the best candidates for a position! Look closely at the description of the position you're trying to fill and update it with the most critical skills and qualities you'd like to see in a candidate.

Job descriptions are not just about “the job” and the tasks that employees will need to complete in their role. They are also about the person you would like to have in that role.

That's why we list soft skills like compassion and punctuality, as well as personality traits that will be important for someone to possess in order to be successful in CEDR job descriptions. After all, a candidate's attentiveness, awareness, and listening skills are often just as important as their educational credentials and technical abilities.

Make a List of Positive Qualities:

List the attributes you want your new hire to exhibit so that they are clear in your mind when you sit down to write your ad. Tie those qualities to specific job duties: if the position involves answering phones, for example, list out the qualities that make for a great interaction on the phone (friendly, attentive listener, articulate, etc.).

“A candidate's attentiveness, awareness, and listening skills are often just as important as their educational credentials and technical abilities.”

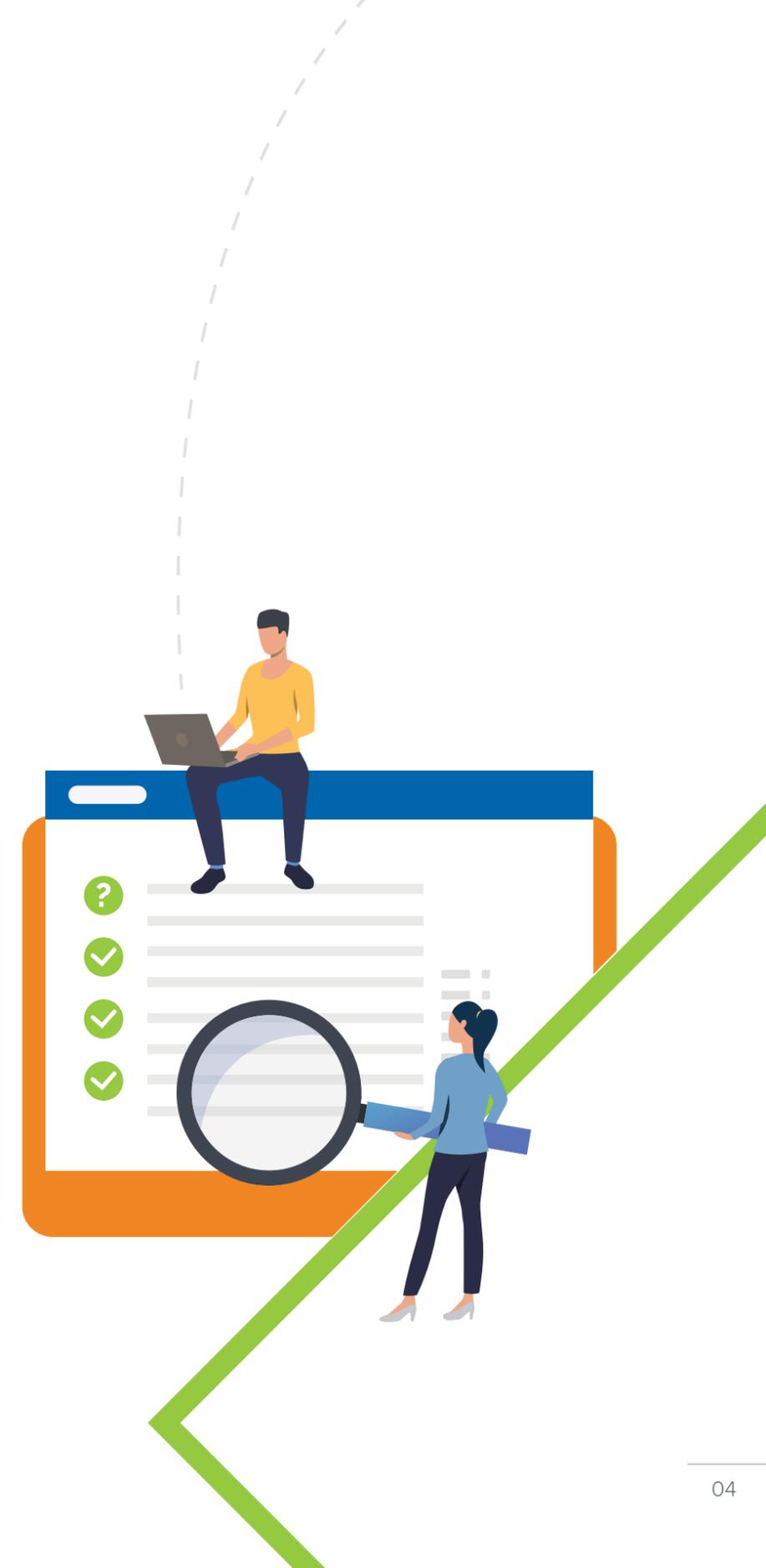
Use our [“Difference Maker Toolkit”](#) to help you determine which qualities will be most important for your next hire to exhibit.

Know What You Aren't Looking For:

If the last person in the position left you feeling negatively for any particular reason, be clear about the opposing qualities you'd like to see in your next hire. For instance, if the last employee was frequently tardy or absent, include that the next person should be “consistently punctual and reliable.”

Never include the negative attributes you are looking to avoid in your job descriptions or ads. It may be tempting to write, “If you are often late, don't even apply!” but this is likely to do more harm than good when it comes to attracting qualified candidates to reach out for consideration.

Rather, focus on what you do want to see and keep your list of attributes positive—“always on-time”, “likes feedback and is always looking to improve,” etc.



GET DESCRIPTIVE!

Great Job Descriptions Make Hiring Easier and Provide Legal Protections for Your Practice*. Read on to Find Out How.

*We highly recommend having employees sign their job descriptions at the time of hire. The legal protections provided by even the best job descriptions are limited without proof that employees have seen them.

HOW THEY HELP

CLARITY WHEN ONBOARDING

You'll start your working relationship off on better footing if your job descriptions are clear about your business' needs.

MAKE MANAGEMENT EASIER

Set your employees up for success by letting them know what's expected of them.

REDUCE VULNERABILITY

Being clear about your expectations makes it easier to cover your bases when you have to terminate because an employee can't perform essential job duties.

WATCH OUT FOR LEGAL TRAPS



AVOID DISCRIMINATORY LANGUAGE

Be careful not to use language that suggests employees should be of a particular age, race, gender, religion, ability, etc.



BE REASONABLE

Don't set the bar for physical, educational, or other requirements higher than is reasonable as this could exclude qualified individuals and open your business up to disability claims.



GET HELP FROM AN HR EXPERT

Technical items like employee classification, the nuance of essential vs. non-essential functions, and risks of termination should be addressed by a knowledgeable professional.

WHAT GOES INSIDE?

BASIC DETAILS



Include important information like the position title, who they report to, and whether the position is full-time or part-time, exempt or non-exempt.

SUMMARY



Discuss job functions, scope, and level of supervision.

WORKING CONDITIONS AND PHYSICAL REQUIREMENTS



Be specific about limiting factors related to workspace and physical requirements to complete job duties, including time spent standing vs sitting, dexterity, steadiness, visual acuity, communication skills, etc.

ESSENTIAL FUNCTIONS AND DUTIES



This is the most important legal element of your job description! Not all job duties are "essential." The need to accommodate for a disability usually comes down to whether or not a duty is "essential."

SUCCESS FACTORS



Make it clear how your team will measure success in the position, as well as how employees can measure their own success.

EDUCATIONAL AND LICENSURE REQUIREMENTS



List the required level of education, as well as necessary certifications and licenses for the position.

AT-WILL DISCLAIMER



Noting that a position is "at-will" can help support your right to terminate for any LEGAL reason and can help you mitigate the potential risks of firing.

STEP 2: Draft the Ad

Keep It Legal!!

You always want to focus on protecting your practice. Avoid discriminatory language in your ad and protect your practice from frivolous lawsuits. This includes language that might indicate a preference for a candidate that is a specific race, age, gender, or religious affiliation.

For instance, rather than “She will be a young, energetic self-starter,” try “The ideal candidate will be an enthusiastic self-starter.”

Outline What’s In It for the Candidate:

The best ads focus on two areas: While you are thinking about the business needs, the candidate is thinking about what’s in it for them. This is where the benefits you offer, your company culture, and other positive things about your work environment come into play.

If you offer health insurance, paid time off for vacation and sick time, 32 hours of work with 40 hours of pay, flexible work schedules, or regular educational opportunities, say so!

Finding ways to insert these into your ad is going to attract better candidates. And, in some cases, candidates from other businesses that do not offer benefits, a positive professional atmosphere, or opportunities for personal growth might see a reason to apply, as well.

“Avoid discriminatory language in your ad and protect your practice from frivolous lawsuits.”

Make It Reader Friendly:

If your job ad is too wordy or complex you may be asking too much of readers to get through it all. Use short sentences and simple language wherever possible and break up the text of your ad with bullet points when you can.

Include the Greatest Hits:

You’ll want to mention a range for wages/salary, whether the position is full or part time, and all of that standard stuff in your ad. See the illustration on the next page for more on the type of content that should be included in your job ad.

Include Instructions to Apply:

Outline how applicants should apply for the job (on your site, on the job board, by emailing a certain address, etc.) and what they should include with their application (a cover letter, resume, references, etc.).

Bonus Tip (Your “Secret Weapon”):

Weed out unengaged applicants by asking for one or two very specific things to prove they are paying attention. This can include using a specific subject line in their email, naming their attached documents in a certain way, answering specific questions in their cover letter, or any other small task you can think of that might help qualify applicants up front.



STEP 3: Publish Your Ad

Once you've got all of the pieces in place, it's time to send your ad out into the world!

Where you place your ads and how you make it known that you have a job available is, in and of itself, an art form. If you think of each component of the hiring process as a muscle on your "hiring arm", it's easy to see how all of those elements work together to attract the best available candidates to apply for positions at your business.

By executing each step in the process to the best of your ability, you will give yourself the best chance of hiring, not just any employee, but an actual *difference maker* for your business.

Where you place your ads is no less important than any other piece of the equation. Look at what other employers in your competitive space are doing, but make sure not to limit yourself to their examples.

Online job boards like Indeed and LinkedIn are great, but challenge yourself to think outside the box, as well. Consider posting your ads on bulletin boards where you know local professional groups meet regularly, for example. Or make an effort to reach out to and/or partner with local educational or professional organizations in your community.

Finally, sometimes the best employees are those that come into contact with you or your business through more organic means.

We have a "mantra" here at CEDR:

Always Be Hiring!

This means that, even though you may not be actively hiring, you should always be prepared to interview and hire whenever a great candidate crosses your path. Take notice when a cashier at your local grocery store gives you outstanding service, for instance, and be willing to offer that person an interview if you think they might be able to fill a void for your business.

For a more detailed look at what it takes to draft a quality job ad, check out our blog post, [How to Write Job Ads That Attract Top-Tier Applicants](#).



What is a Difference Maker?

When it comes to hiring new employees, “Difference Makers” are in high demand. But what is a difference maker and how will you even know when you’ve found one?



Difference Makers

Difference makers are those employees that bring a new set of skills, new knowledge, and/or a shift in energy to your team.

Where many professionals try to hire “cultural fits” for open positions—meaning individuals who are likely to mesh well with the team that’s already in place—difference makers are cultural *additions*.

Whether they specialize in a particular area in which others at your business have limited experience, or they simply bring a different perspective to your office, difference makers fill a void on your team that you may not even know exists when you set out to hire a new employee.

But how can an employer go about finding a difference maker to hire? The first step is to know what you’re looking for.

To that end, we’ve created a helpful “Difference Maker Toolkit” you can use to determine what exactly it is that you’re looking for—and to identify traits you’d like to avoid—in the next person you onboard at your business. As a bonus, you’ll also find a form in that toolkit that will help you assign tasks to the employees that are most likely to excel at them.

[**DOWNLOAD THE FREE DIFFERENCE MAKER TOOLKIT**](#)

HOW TO CREATE AN EFFECTIVE JOB AD

9 ELEMENTS THAT WILL LAND YOU THE PERFECT CANDIDATE



Start with a catchy, descriptive header that includes the position title.

Many job searchers will only see the title, and will pass over ads that are too general or sound boring. Phrases like “Grow professionally with us as our new Front Desk Person!” or “Front Desk Person: Join our team and enjoy what you do every day!” will catch an applicant’s eye. “Wanted: Front Desk Person” probably won’t.



Keep it legal!

Avoid language that excludes based on age, ability, or other protected status. (Don’t specify a “young and energetic” assistant, nor require “ability to lift 100lb.” for a billing specialist.) Mention that you are an Equal Opportunity Employer (EOE).



Use clear language and bulleted lists for easy reading.

Be concise and emphasize key tasks.



Include whether the job is part-time or full-time.



Provide simple, multi-step instructions for applicants to follow.

Disqualify applications that do not follow all instructions.

BRIGHT & SHINY FRONT RECEPTIONIST

Job Description

Essential Duties

- _____
- _____
- _____

Requirements

- _____
- _____
- _____

Full Time
\$15-\$20 per hour, doe
+ benefits

Apply Now!
Position to be filled soon

How to Apply

- _____
- _____



Make your ad attractive to the best candidates.

Use the benefits you provide to your advantage! Your ad needs to stand out and create desire. Don’t over-inflate the position, but describe the opportunity with enthusiasm.



Include any certification, experience, or education requirements.

Focus on what the position requires. Some positions may require specific certification, but it’s discriminatory to ask that a janitorial candidate have a college degree.



Include the rate or range of pay.

Top candidates look for this and know what they’re worth! You can be more vague about benefits, e.g., “We offer above-average benefits.”



Motivate candidates to take action.

Put a sense of urgency in the ad so they know the opportunity won’t last long.

SAMPLE JOB AD

Dental Assistant

HI-TECH PRACTICE SEEKS SUPERSTAR DENTAL ASSISTANT!

ABOUT THE JOB:

Grinn & Barrett Dental is an established, state-of-the-art, private, general dentistry practice based in Orange County. We are currently seeking a full-time registered dental assistant to join our dynamic team.

Our employees are friendly, talented, and system-oriented. We prioritize the use of the latest technology (including digital x-rays and charting, CAD/CAM, and CBCT) in order to provide the highest quality patient care. The practice is very team-driven with an emphasis on collaboration versus working solo. We offer a friendly, caring work atmosphere, achievable bonuses, a four-day work week, generous paid vacation policies, and competitive pay and benefits.

AS OUR PERFECT MATCH, YOU:

- Have the ability to maintain a current RDA license from the Dental Board of California
- Possess a current x-ray certification
- Demonstrate a commitment to ongoing professional development
- Prioritize patient rapport and outstanding customer service
- Show a strong respect for all of your coworkers, regardless of position
- Are willing and able to demonstrate your ability to abide by the practice's protocols for patientcare, room setup, and equipment sterilization

YOUR HISTORY LIKELY SHOWS:

- 1-2 years' experience in a dental practice
- Current CA RDA License
- Strong organizational and administrative skills—you see what needs to be done and do it
- Ability to multitask, take initiative and anticipate the needs of others
- Ability to project a positive, warm, and professional image in person and on the phone

\$16-21 per hour (DOE) + benefits

Apply NOW—we're looking to fill this position ASAP!

START THE CONVERSATION.

To apply, send the following 2 items via email to Dr.Bob@GrinnBarrettDental.com:

- Your resume with contact information
- Your written answers to at least two of the following questions:
 - What do you feel is important for us to know about you?
 - How would your previous co-workers describe you and your work?
 - What brings you to the job market right now?
 - What about working with our practice is attractive to you?
 - What does "service" mean to you?

Grinn & Barrett Dental is an Equal Opportunity Employer.

[**DOWNLOAD THIS SAMPLE JOB AD NOW**](#)

The Interview

Your Chance to Make an Impression

If you want to hire the best, you've got to be the best.

Though you may not realize it, the best job candidates know they're in demand. As such, they are likely to have more than one job offer.

If you want to hire a difference maker for your practice, you need to know that you are being interviewed by superstar applicants just as much as they are being interviewed by you.

And the best way to get a difference maker to shine the light on themselves during an interview is to be prepared yourself. Highly organized candidates who can make a difference need to see that they are interviewing at a place where they can see themselves thriving.



Prepare in Advance

We always suggest that our members start the interview process with a phone interview to ensure that a candidate is qualified and meets your minimum requirements.

Once that step is complete, your first in-person interview will present an opportunity for you to leave a lasting impression on an applicant. And it's largely up to you whether that impression will be a positive or negative one.

There is nothing more frustrating than putting in all of the hard work to find the right person only to learn that they took a position with another company. The business that has it together during the interview process wins!

[Spend some time preparing for your interviews.](#) Prepare your interview space and your questions in advance (we'll discuss "behavioral interview questions" here shortly). You'll also want to have your applicant's information on file and in hand before you sit down for the formal interview.

If the applicant can expect to interact with your other employees upon arrival, make sure your team is prepared to receive them and that they know how to get the candidate set up for their interview.

Ask the Right Questions

Part of asking the "right" questions during an interview is knowing which questions are the "wrong" ones to ask.

Don't ask questions that could be construed as discriminatory because they might require a response that indicates that an applicant is part of a protected class. For instance, don't ask a candidate if they have children, if they are married, if they will require specific holidays (or holy days) off, etc.

Rather, stick to the issues that affect job performance directly.

Appropriate Questions:

"Will you have any trouble getting to work at 8 am each day?"

"Would you be able to work the occasional weekend shift and occasional overtime if necessary?"

Inappropriate Questions:

"Do you have a car?"

"Will your family obligations ever prevent you from making it to work on time?"

Behavioral vs Traditional Interviews

When conducting an interview, the goal is to get an idea of how an applicant might perform in specific situations as an employee of your practice.

Where traditional interviews often get at this notion in roundabout or abstract ways, effective “behavioral interviews” ask applicants to describe specific instances in which they have exhibited the qualities you are looking for in the past.

A traditional interview question might ask an applicant if they are comfortable working with a nervous patient (which will result in a simple “yes” or “no” answer—“yes” if the candidate hopes to get the job). The behavioral version of the same question would ask the candidate to explain how they helped a nervous patient calm down during treatment previously.

If they have no previous experience working with patients, reframe the question and ask them to tell you about a time when they helped someone who was nervous or scared through a tough situation and how that situation ultimately turned out.

The point is to get an employee to reveal their personality and work ethic through real-world experience and prior application rather than having them talk you through thought experiments or hypotheticals.

While behavioral interviewing can lead you and the applicant down interesting paths, it’s important that you be mindful of two things:

1. Within 20 minutes or less you will know if it is worth giving the applicant another 40 minutes to convince you that they are the right fit for the job.
2. Consistency in the types of questions is important. Not only does it help you create a workable comparative analysis but, by being consistent, you are more likely to treat everyone the same during an interview, which can help protect you against potential claims of discrimination.

“Effective “behavioral interviews” ask applicants to describe specific instances in which they have exhibited the qualities you are looking for in the past.”

Example Behavioral Interview Questions

Technical Ability

How do you feel your education has prepared you for the technical aspects of your job? Be specific. What did or didn't you learn that has impacted you the most?

Patient Focused

What, in your opinion, are the key ingredients to guiding and maintaining successful patient relationships? Give examples of how you made these work for you.

Attention to Detail

Have the jobs you held in the past required little attention, moderate attention, or a great deal of attention to detail? Give me an example of a situation that illustrates this requirement.

Adaptability

People react differently when job demands are constantly changing. Describe how you reacted to change in the workplace in the past.

For more examples of Behavioral Interview Questions, download our [Working Interviews Guide](#).

The Working Interview Trap

Many dental and medical professionals use “working interviews” to assess the skills of applicants before bringing them onboard.

Where this seems to make sense at a glance, allowing an applicant to perform work for your practice or to interface with real patients is not only risky, most of the time it’s actually illegal.

There are ways to conduct working interviews legally, but only if you:

1. Bring the applicant on as an actual employee.
or
2. “Try them out” by bringing them in from a legitimate temporary employment agency who retains them as their employee and pays them from their payroll.
or
3. Use “skills tests” instead of the traditional “working interview” format (more on this shortly).

Keep in mind that every person who comes to work for you is actually your employee. You can call them anything you want, and you may even believe that you can pay them as an [independent contractor](#). But paying your applicants in cash,

not paying them for their “working interview,” and/or calling them a “contractor” all put you at extreme risk as a business and could even threaten your personal finances if you are the business owner.

Imagine that you forgo the process of hiring a person and adding them to your employee ecosystem, including your workman’s comp insurance. Now imagine that employee gets exposed to Hep C (\$60k to treat) during your trial, or suffers a terrible slip and fall and becomes disabled. Unfortunately, by trying to short circuit the interview process and jumping to a working interview, all of those costs will fall directly on your business.

We often hear, “But I need to work with them to see how skilled they are!” Okay! We have you covered. That’s called “skills testing” and, done properly, it does not violate [wage and hour rules](#) or put you at substantial risk.

Rather than putting our members through the process of “hiring” an applicant for a single day of work or putting their practice at risk of a wage and hour violation, we suggest that they ask applicants to perform one or more “skills tests” instead. Skills testing is not work unless you have them perform actual work!



“Skills tests are the safe way to test out your applicants without putting your business at risk.”

Skills Tests

A “skills test” is just what it sounds like: it’s a test that an applicant can perform in order to demonstrate their abilities without performing actual work for your practice.

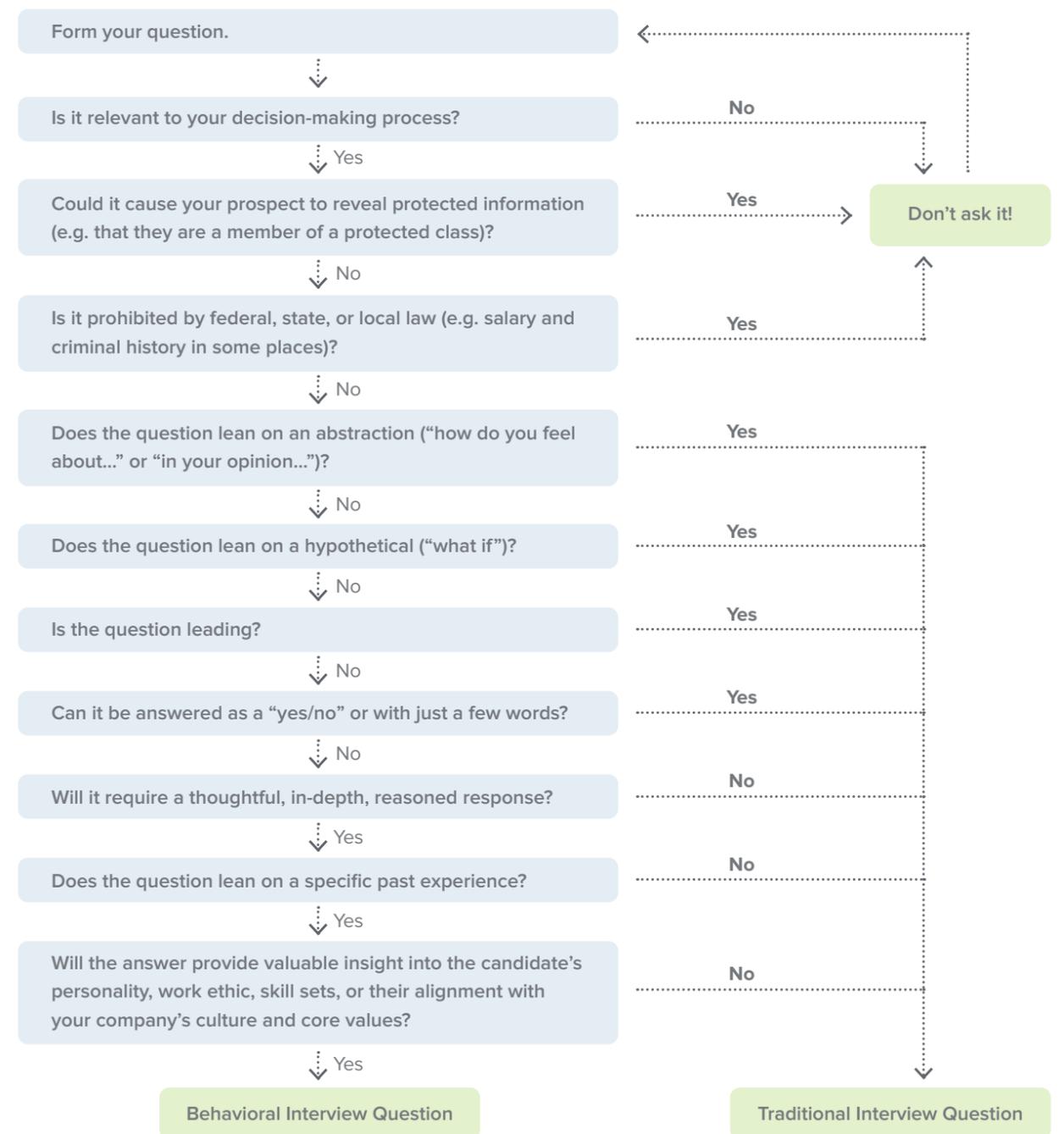
For instance, rather than having a dental or medical assistant work by your side for a full day, ask them to set up an empty operatory, or to walk you through standard sterilization procedures.

Skills tests are the safe way to test out your applicants without putting your practice at risk by exposing your patients to an unvetted candidate, committing a wage and hour violation, allowing an untrained person to commit a HIPAA violation, or any number of things that can go wrong when you bring an unproven candidate in to work with your team, your patients, and their protected health information.

For more on Behavioral Interviews, Working Interviews, and Skills Tests—including nine skills tests you can use to test applicants at your practice—download our complete guide on the subject, titled “[Making Working Interviews Work.](#)”

KNOW WHAT YOU'RE ASKING

A FLOWCHART FOR DESIGNING INTERVIEW QUESTIONS





Making an Offer

Once you've chosen the right person for the job, it's time to make them an offer!

Making an Offer

Once you've chosen the right person for the job, it's time to make them an offer!

Put your offer of employment in writing and include a summary of the compensation and benefits that come with the job. It is also essential that you include an At-Will Disclaimer in that letter to help protect you against any potential claims of implied continuous or extended employment (which could work against you if that employee ever decides to take you to court in the future).

Finally, include language indicating that the candidate's employment is contingent upon their ability to perform the essential functions of the position, as well as the successful completion of a background check and/or drug screening.

Note that we did not say that you should tell your new employee that the first part of their employment is "probationary". Using the term "probation" could be used in court to imply a promise of employment during that period, thus potentially severing your business' ["at-will"](#) status*.

Keep your at-will options open by avoiding language that could in any way imply that an employee will have a job with your business for any given amount of time.

*Employers and employees in all 50 states except Montana are considered to be in an "at-will" relationship until either party severs that relationship, intentionally or unintentionally. In Montana, at-will status covers only the first six months of employment.



Background Checks

Most job candidates have a history of behavior or work performance that is entirely discoverable by a prospective employer. Failing to perform a background check could lead to legal claims of negligent hiring practices that could easily result in damages in excess of a million dollars, which is essentially a death sentence for most small businesses.

For this reason, it's not just a good idea to perform a thorough background check on each and every new hire you decide to bring into the fold of your business—it's absolutely essential.

So, to reiterate a point made on the previous page of this guide, make sure your offer letter states that the offer is contingent upon passing a background check.

While the level of background check you need may vary depending on the position you're hiring for, it should include, at a minimum, a professional Social Security trace, a criminal record search, and verification of employment and education. CEDR recommends signing up with our partner company, [National Crime Search](#), for your background check needs as they are both affordable and reliable. Plus, it's the company we use in-house.

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Onboarding

According to [The Society for Human Resource Management](#), a structured onboarding program can help employers increase employee retention by 58 percent and lead to a 50 percent increase in new-hire productivity. Those are impressive figures when you consider the fact that it can cost anywhere between [50 and 200 percent of an employee's salary](#) to replace them when they leave.

Structure your employee onboarding process to make employees quickly feel welcome in their new place of

employment. Pair them off with other team members, make introductions, and start them off with a complete reading of your employee handbook for optimal results.

You can use the checklist in this guide to help make that process easier and more effective with every new hire, moving forward.

ONBOARDING CHECKLIST

Before the First Day

- Offer letter provided to new hire outlining basic terms of at-will employment
- Background check authorization form signed, and [background check](#) completed
- Certifications/licenses verified current
- Enter employee information into [CEDR's HR Vault](#) (you can sign up for free lifetime access)
- Distribute your employee handbook in [your HR Vault](#) for reading and signature
- Prepare new hire paperwork packet
- Employment agreement signed (as applicable)
- Set up comfortable work station
- Discuss role, goals, first projects with supervisor
- Assign a mentor
- Call or email new hire with first day logistics (what time to arrive, where to park, who to ask for upon arrival, dress code, lunch plans)

Transactional Onboarding—Paperwork Checklist

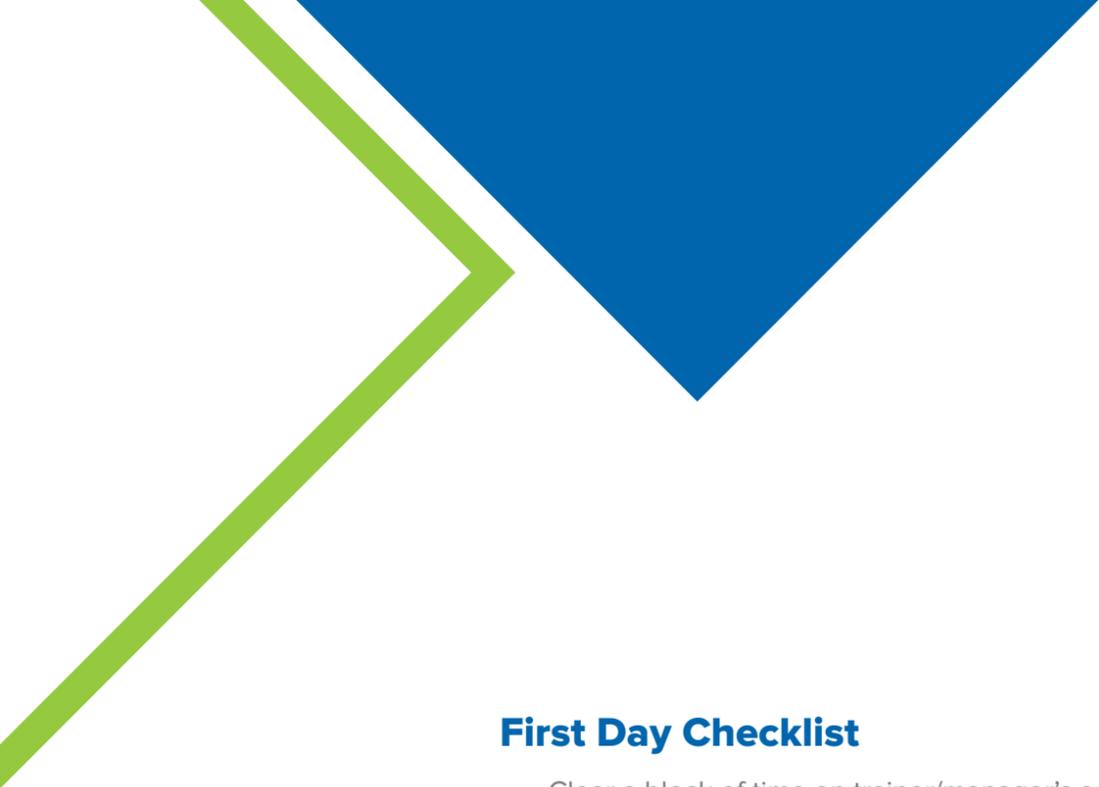
- I-9
- W-4
- State tax withholding
- Emergency contact information
- Job description
- Handbook
- Confidentiality and Non-disclosure
- Paychecks/direct deposit
- Wage Notice (if applicable in your state)
- HBV declination (if applicable)
- Sick Leave Notice (if applicable in your state/county/city)

Physical Orientation Checklist

- Company address and phone number
- Building access, ID badge, alarm code, keys
- Parking instructions/pass
- Uniforms/name tags/details of dress code
- Wi-fi access
- Systems access/account creation
- Physical tour of facility
- Location of equipment (copy machine, supplies, personal lockers)
- Work schedule/business hours
- Phone list
- Troubleshooting list (who to call for IT problems, supplies, equipment problems, etc.)
- Software list with login info/instructions
- Safety/security orientation

Cultural Onboarding

- Post a blog, send an email, or tell the team about who's coming on board
- Provide swag (branded pens, bags, t-shirt, mug)
- Provide a mentor
- Take new hire to lunch
- Recommended reading
- Provide orientation to all departments, not just their own—learn about organization as a whole
- Work style summaries
- Provide organizational chart
- Identify any sister/parent/management companies
- Explain how decisions are made
- Share how often meetings are held, expectations for participation
- Encourage the new hire to note any ideas they have for improving the operations, strategy, or culture of the organization. The new hire may or may not feel comfortable sharing these immediately, but be open to hearing first impressions from a fresh perspective



First Day Checklist

- Clear a block of time on trainer/manager's schedule
- Provide a welcome letter or sign
- Tour the facility to provide physical orientation (kitchen, bathroom, mentor's desk)
- Key employee introductions (managers, supervisors, team members, other employees)
- Provide first week schedule with meetings
- Provide training materials
- Go over new hire paperwork
- Mix up structured meetings, trainings, informal gatherings. Leave downtime for integration

Important First Week Onboarding Meetings

- Touch base daily to ensure they are settling in
- Explain expectations for the first 90 days
- Explain planned check-ins 30/60/90 days (more formal)
- Let them know how to ask for help
- Explain how to report concerns
- Mission/Vision/Purpose Statement
- Handbook with key policy review (time off, Employee Concern Policy, Dress Code, Personal Device Usage, Leave...)
- Benefits package
- Job description



CHECK OUT THESE RESOURCES FOR MORE
HR GUIDANCE FROM CEDR:

Making Working Interviews Work

The CEDR Guide to doing working interviews the legal way.

[DOWNLOAD NOW](#)

The Manager's Playbook: Your Company Culture as a Management Tool

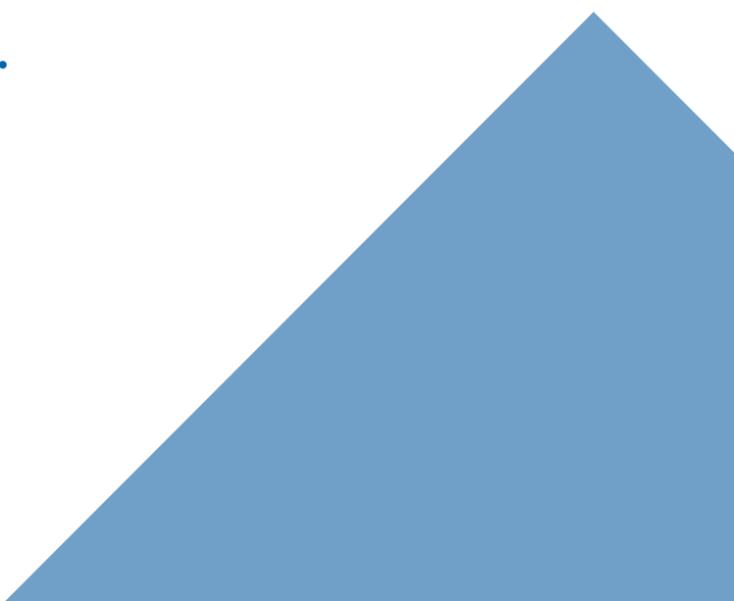
Guidance and exercises to help you build a company culture that works for you.

[DOWNLOAD NOW](#)

See How the Professionals in CEDR'S HR Solution Center Can Help Your Practice with Confidence.

Sign up for a free handbook review with an HR expert today!

[SIGN UP NOW](#)





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